

REPORT OF THE SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY COMMITTEE

Report #F2018–1; October 2018

In this report the Scholarly, Research and Creative Activity Committee brings to Senate its recommendation on revisions to Policy 144 – Research Centres with a request for approval of the revised policy.

For Senate’s information this report also includes a copy of the Policy 144 Working Group Report to the Senate SRC Activity Committee and the proposal for the process to develop a new Strategic Research Plan that the Senate SRC Activity Committee approved at its meeting.

Recommendation

- The SRCAC unanimously recommends that Senate approve the revisions to Policy 144 – Research Centres.

Respectfully Submitted,

Steven N. Liss, Chair for the Committee

SRCAC Members:

- Naomi Adelson, Associate Vice-President, Research and Innovation
- Kelly MacKay, Policy 144 Working Group Chair
- Patrizia Albanese, Chair, Research Ethics Board
- Cory Searcy, Associate Dean, Graduate Studies
- Alexandra Orlova, Associate Dean, Research and Graduate Studies, Arts
- Hong Yu, Associate Dean, Research and Graduate Programs, Ted Rogers School of Management
- Charles Davis, Associate Dean, SRC Activities, Communications and Design
- Jennifer Martin, Associate Dean, Faculty Development, Undergraduate Students and SRC, Community Services
- Michael Kolios, Associate Dean, Research and Graduate Studies, Science
- Sri Krishnan, Associate Dean, Research, Engineering and Architectural Science
- Jane Schmidt, Associate Chief Librarian (Acting)
- Donna Bell, Secretary of Senate
- Andriy Miransky, Faculty, Science
- Idil Atak, Faculty, Arts
- Yuanshun Li, Faculty, Ted Rogers School of Management
- Catherine Schryer, Faculty, Communication and Design
- Cecilia Rocha, Faculty, Community Services
- Guangjun Liu, Faculty, Engineering and Architectural Science
- Brian Cameron, Librarian
- Thomas Duever, Dean, Engineering and Architectural Science
- Eno Hysi, Graduate Student
- Fahim Khan, Undergraduate Student Senator

SCHOLARLY, RESEARCH AND CREATIVE ACTIVITY COMMITTEE REPORT

Report #F2018-1; October 2018

At its meeting on October 29, 2018, the Scholarly, Research and Creative Activity Committee (SRCAC) considered revisions to Policy 144 – Research Centres.

This report provides a rationale for the policy revisions as well as an explanatory note for the changes made. The updated policy is included in Appendix A and the Working Group report is included in Appendix B. The SRCAC approved the proposed revisions to Policy 144, shared them with the Academic Governance and Policy Committee (AGPC) and recommends that Senate adopt the updated policy.

At its meeting, the SRCAC also approved the proposed process for the Strategic Research Plan development. A copy of the Strategic Research Plan process is enclosed in Appendix C for Senate's information.

Policy 144 – Research Centres

The Research Centres policy was first approved on May 9, 2000. It has not been revised since that time.

As heard during a series of consultations, updates to the policy were required to:

- address a lack of awareness of and adherence to the current policy,
- increase transparency and accountability across creation, operation, and review of centres, and
- improve communication of Policy 144

Summary of changes

- Followed the new Senate policy template and added sections to clarify:
 - Purpose of Policy
 - Application and Scope
 - Definitions
 - Values and Principles
 - Roles and Responsibilities
- Expanded the Research Centre creation process to follow a similar process to Policy 112 - Development of New Programs (e.g. posting of proposals for community consultation)
- Enhanced the role of the Senate SRC Activity Committee
- Introduced a requirement for, at a minimum, a Research Centre to post an Executive Summary of its Annual Report on its website by September 1 each year
- Extended the time between Research Centre reviews, making it so that all Research Centres are subject to a five year review
- Outlined criteria for Research Centre renewal decisions
- Articulated reasons for discontinuation of a Research Centre
- Provided additional detail about elements to be included in the Research Centre terms of reference

RESEARCH CENTRES

Policy Number: 144

Policy Approval Date: XXX, 2018

Next Policy Review Date: 2023

Responsible Committee or Office: Vice-President Research and Innovation

1. Purpose

Ryerson University is known for its interdisciplinary scholarly, research and creative (SRC) activities that cross department and Faculty boundaries. The University sees value in encouraging such strategic collaborations, the potential impact in bringing together a critical mass of researchers around a common theme, and facilitating the mutual benefits and visibility that researchers and the University may find in establishing Research Centres to support such work.

Scholarly, research and creative fields and the academic capacity of the institution evolve over time; therefore, Research Centres cannot be considered permanent fixtures and their continuation is dependent on performance and relevance, which must be reviewed on a regular basis.

The purpose of this policy is to set out the processes for the establishment, operation, review, renewal and discontinuation of Research Centres at Ryerson, including a framework for determining their governance, reporting and review obligations, with the goals of facilitating Research Centres' attainment of excellence and realization of their missions, ensuring transparency, accountability and coordination of effort within the University, and minimizing the liabilities of the Research Centres and the University.

2. Application and Scope

This policy applies to all Research Centres at the University and those groups seeking to establish a Research Centre. While certain Research Centres may use cognate titles such as "institute" or "hub", such titles alone do not imply differences in structure or function and thus do not bring the entity outside the scope of this policy.

This policy does not apply to (i) centres whose function is primarily physical, administrative, or academic; (ii) zones or other incubator/accelerator programs; or (iii) sole faculty member labs or research groups.

3. Definitions

- 3.1 **Research Centre** is typically an interdisciplinary group of Ryerson researchers who have been formally brought together under a common theme or area to create and disseminate knowledge associated with the theme or area. A Research Centre may undertake activities that are not specifically research focused including knowledge dissemination, policy, capacity building or education, but its primary purpose should be SRC activity. The specific title of the Research Centre is not determinative in any regard as to its inclusion in this definition.
- 3.2 **Faculty Research Centre** is a research entity established at the faculty level that advances the specific strategic SRC priorities of the Faculty and reports to a Dean(s) through its governance framework.
- 3.3 **University Research Centre** is an institutional-level entity that advances the specific strategic SRC priorities of the University and reports directly to the Vice-President, Research and Innovation through its governance framework.

4. Values and Principles

- 4.1 Research Centres should build upon and reflect the existing and potential SRC strengths and priority areas within a Faculty or the University.
- 4.2 Research Centres are created and operated on the principles of mutual benefit and mutual obligation between the Research Centre and the Faculty/University.
- 4.3 Each Research Centre will have a clearly defined mission that supports the major strategic SRC objectives of the Faculty and/or University, and adds value to the Faculty and/or the University and/or the communities they serve.

- 4.4 The mission and activities of the Research Centre should not duplicate those accomplished by an existing department / school or Research Centre within the Faculty / University, and proposed new Research Centres should be reviewed in the context of other activities that are ongoing within the University to ensure that the University's overall effort in a given field of inquiry is strengthened.
- 4.5 Research Centres often, though not always, are inter-departmental or inter-Faculty in character, providing opportunities for new relationships within the Faculty, the University, or broader intellectual and other communities.
- 4.6 Each Research Centre should typically be directed by a tenured faculty member, except when justified in extraordinary circumstances.
- 4.7 A Research Centre's focus should be defined broadly enough to attract the intellectual and professional participation of a critical mass of faculty members, post-doctoral researchers, and graduate students and undergraduate students should be involved in a Research Centre's work and activities in significant and systematic ways.
- 4.8 A Research Centre should not be formed except in circumstances in which several faculty members, at least, plan to be seriously involved in the work of the Research Centre, and the Research Centre's viability does not depend on the work of a single faculty member.
- 4.9 Research Centres bring value to the University and while they typically receive University funding and support, they should have a plan that ensures their fiscal viability.
- 4.10 Upon creation or renewal, the University (Dean(s) for Faculty and Vice-President Research and Innovation for University) will document, in a transparent manner, the commitment for sustainable infrastructure and support that will be provided by the University to the Research Centre for a five year term.
- 4.11 Research Centres must demonstrate the University's commitment to equity, diversity and inclusion.
- 4.12 Research Centres operate with academic independence, transparency and accountability, and are subject to all applicable University policies, procedures and guidelines.

- 4.13 Research Centres are created, supported, reviewed, and renewed or discontinued in a transparent manner.

5. Policy

5.1 Research Centre Creation

- 5.1.1 Research Centres are normally established for a five-year renewable term.
- 5.1.2 Participating researchers seeking to establish a Research Centre must prepare a proposal that outlines:
- 5.1.2.1 The proposed Research Centre name
 - 5.1.2.2 The Research Centre's proposed Terms of Reference, containing elements itemized in Appendix A
 - 5.1.2.3 The potential importance of the SRC activities and a statement of how the Research Centre aligns with the Academic Plan, Strategic Research Plan and, in the case of a Faculty Research Centre, Faculty research priorities
 - 5.1.2.4 Any unique and distinguishing features of the Research Centre, and any intersection of the proposed Research Centre with other Research Centres, programs or endeavors of the University
 - 5.1.2.5 The anticipated impacts on the Faculty or the University including associated Administrative Units, Academic Departments and Schools and Academic Programs and the Library
 - 5.1.2.6 The proposed scope of activities, outputs and evaluation metrics
 - 5.1.2.7 How the Research Centre will uphold the values and principles of equity, diversity, and inclusion
 - 5.1.2.8 A proposed budget including expenditures and sources of income, both internal and external
 - 5.1.2.9 Any physical requirements, including any specialized equipment, office and/or research space.
 - 5.1.2.10 Proposed members and membership categories with CVs of the associated faculty and staff.

- 5.1.3 Proposals for Faculty Research Centres must first be submitted to and approved by the appropriate Dean(s) to move forward for consultation. Proposals for University Research Centres must first be submitted to and approved by the Vice-President Research and Innovation to move forward for consultation.
- 5.1.4 To avoid duplication and overlap with existing University activities the new Research Centre's proponents should consult widely across the Faculty / University community on their proposal.
- 5.1.5 At a minimum, all proposals for new Research Centres must be posted on the Office of the Vice-President Research and Innovation website for a minimum of 14 days to allow for review and comments by any interested member of the Ryerson community. The proponents should consider all such comments and feedback received as a result of the consultation process and make any necessary adjustments to their proposal as a result.
- 5.1.6 The relevant Dean(s), for Faculty Research Centres, or the Vice-President Research and Innovation, for University Research Centres, submits the revised proposal and response to feedback to the Senate SRC Activity Committee.
- 5.1.7 Faculty Research Centres will go to Senate for information as part of the Senate SRC Committee report. University Research Centres that are recommended by the Senate SRC Committee will go to Senate as part of the regular agenda.
- 5.1.8 New Research Centres will have a probationary period for their first year of operation. At the end of the first year of operation, each new Research Centre will be reviewed with respect to the attainment of the milestones described in its plan for creation. The annual report will form the basis for the review. At that time, the Research Centre will be:
- 5.1.8.1 removed from probation, with review and renewal due in four years;
 - or
 - 5.1.8.2 given a year's extension with the expectation of meeting a set of well-defined deliverables; or
 - 5.1.8.3 reclassified; or
 - 5.1.8.4 discontinued.

5.2 Research Centre Operation

- 5.2.1 Once approved a Research Centre must operate in accordance with its approved terms of reference, budget, administrative structure and approved activity plan.
- 5.2.2 All Research Centres must provide to the Dean(s), in the case of a Faculty Research Centre, or the Vice-President Research and Innovation, in the case of a University Research Centre, an annual report by June 30th of each year. The annual report will report on
 - 5.2.2.1 the SRC activities (current and anticipated)
 - 5.2.2.2 the degree to which the Research Centre has met the stated annual objectives and milestones
 - 5.2.2.3 how the Research Centre is contributing to the SRC objectives established for the Faculty / University
 - 5.2.2.4 its financial statement for the previous year and its proposed budget for the following year
 - 5.2.2.5 the next year's activity plan with milestones.
- 5.2.3 The Research Centre must post at a minimum, an Executive Summary of the Annual Report to the Research Centre's website by September 1st of each year.
- 5.2.4 All Research Centres and Research Centre staff and affiliated researchers are subject to the existing policies and procedures of the University and are expected to work with the relevant units of the University including University Advancement, the Office of the Vice-President Research and Innovation, Campus Facilities and the Research Ethics Board with respect to any activities they may undertake.
- 5.2.5 Any modifications to a Research Centre terms of reference must be approved by the Vice-President Research and Innovation or Dean(s) as appropriate and documented in the Research Centre's next annual report.

5.3 Review and Renewal or Discontinuation

- 5.3.1 All Research Centres that pass the probationary period will be subject to a five year review.
- 5.3.2 The five-year review will be initiated by the Dean(s) for Faculty Research Centres and by the Vice-President Research and Innovation for University Research Centres 12 months in advance of the expiry of the current term.
- 5.3.3 The process of review begins with a self-assessment report on the Research Centre provided by the Director to the Dean(s) or Vice-President Research and Innovation as appropriate. On the basis of this report as well as a review of annual reports, the Dean(s) for Faculty Research Centres and the Vice-President Research and Innovation for University Research Centres shall determine whether an independent review should be conducted by an appropriate peer group established by the Dean(s)/Vice-President Research and Innovation.
- 5.3.4 Renewal decisions should be based on an assessment of:
 - 5.3.4.1 past performance as outlined in annual reports and feedback letters
 - 5.3.4.2 financial sustainability and continuing purpose
 - 5.3.4.3 impact/outcomes measured against the Research Centre's stated goals and plans. Specifically, the impact of a Research Centre must be demonstrated to enhance research over and above what would have been accomplished by individual faculty members
 - 5.3.4.4 how well the Research Centre's current activities and future plans align with the strategic priorities of the Faculty and/or University.
- 5.3.5 Upon the completion of the review the Dean(s) / Vice-President Research and Innovation will communicate a written determination to renew or discontinue the Research Centre. The Research Centre has 14 days to provide a written response to be considered by the Dean(s) / Vice-President Research and Innovation.
- 5.3.6 The Dean(s)/Vice-President Research and Innovation may place any conditions on the renewal including a probationary period which would necessitate a subsequent annual review as set out above. Renewal and discontinuation decisions will be communicated to Senate via the Senate SRC Activity Committee report.

- 5.3.7 At any point outside the review process a Research Centre may be discontinued in the event:
- 5.3.7.1 A majority of members of the Research Centre vote for discontinuation.
 - 5.3.7.2 A qualified Director has not been found within 18 months.
 - 5.3.7.3 The Research Centre has fulfilled its stated goals and has no plans for future activities.
 - 5.3.7.4 Lack of submission of annual reports for a period of two years.
 - 5.3.7.5 The Research Centre no longer meets the mandate articulated in its terms of reference or fulfills the requirements described in this policy.
- 5.3.8 In any case the University has the right to discontinue a Research Centre at any point due to financial exigency.
- 5.3.9 In the case where it has been determined that a Research Centre should be discontinued, the Dean(s) or Vice-President Research and Innovation, in close consultation with the Research Centre Director, should initiate a discontinuation process. In any such process care should be taken regarding human resources, financial and contractual issues.

5.4 Identification

No research lab, group or other entity of the University that undertakes research activities should use the designation of Centre, Institute or other wording that implies recognition as a Research Centre by a Faculty of the University without having first fulfilled the approval process set out in this policy.

6. Roles and Responsibilities

- 6.1 The Dean(s) for Faculty Research Centres and the Vice-President Research and Innovation for University Research Centres has the responsibility to:
 - 6.1.1 oversee the governance and budgets of Research Centres
 - 6.1.2 receive the annual report of each Research Centre and review its activities including its financial management and compliance with university policies, and respond to the annual report with feedback to the Research Centre's Director by August 31 of each year
 - 6.1.3 establish a schedule and conduct a review of each Research Centre according to the terms set out in this policy
 - 6.1.4 support the promotion of Research Centres, their activities, and accomplishments
- 6.2 The Vice-President Research and Innovation and Deans of Faculties may participate as members of Research Centres but should not act as Director of a Research Centre.
- 6.3 In circumstances where the Vice-President Research and Innovation or Dean is a member of a University or Faculty-based Research Centre, a declaration of a conflict of interest will be made and the Provost will assign a delegate to act in the role of the Vice-President Research and Innovation for University Research Centres and the Vice-President Research and Innovation will assign a delegate for Faculty Research Centres.
- 6.4 It is the responsibility of the Vice-President Research and Innovation or designate to ensure compliance with and implementation of this policy.

7. Related Documents

Policy 143: Policy on the Indirect Costs Associated with Scholarly, Research and Creative (SRC) Funding

Appendix A: Terms of Reference Elements

A Research Centre will operate based on an approved terms of reference that articulates:

1. Centre mandate, mission and objectives
2. Membership
 - 2.1 categories such as member, ex-officio member, associate member, corporate member, student member
 - 2.2 eligibility for membership
 - 2.3 membership rights and responsibilities (e.g. voting, statement of affiliation)
 - 2.4 term of membership
 - 2.5 procedures for the election and/or appointment of members.
3. Administrative structure
 - 3.1 A description of the proposed powers, duties, responsibilities, and term of the Director(s)
 - 3.2 A description of the proposed powers, duties, responsibilities, term, and general composition of the Management and/or Advisory Board
 - 3.2.1 Whatever entity is proposed must include, for University-based Research Centres, one designate of the Vice-President, Research and Innovation or, for Faculty-based Research Centres, one designate of the relevant Dean(s).
 - 3.3 A description of the proposed governance structure, including the relationship between the Director(s), the Management and/or Advisory Board, and the Vice-President Research and Innovation or Dean(s) as appropriate
 - 3.4 Specification of term limits, if desired, for the Director(s) and for Members of the Management and/or Advisory Board
 - 3.5 A process for the selection of the Director(s) initially and for renewal or replacement at the end of the specified term
 - 3.6 A process for filling vacancies
 - 3.6.1 if a Director takes an approved leave or steps down before the end of the specified term
 - 3.6.2 on the Management and/or Advisory Board
 - 3.7 A process for the Research Centre general operation (e.g. preparation, submission and implementation of an annual budget and work plan)

4. Closure

4.1 Notice of discontinuation

4.2 disposition of assets upon closure

4.3 allowance for costs related to closure to be included in the budget for the final year of operation.

Appendix B

REPORT OF THE POLICY 144 REVIEW WORKING GROUP

October 2018

In this report to the Senate Scholarly, Research and Creative Activity Committee, the Working Group presents the feedback received through the consultation process undertaken from April to June 2018 and from September to October 2018 as well as its recommendations for revisions to Policy 144 - Research Centres.

Recommendation

- The Policy 144 Review Working Group recommends that the Senate SRC Activity Committee approve the revisions to Policy 144

Respectfully Submitted,

Kelly MacKay, Working Group Chair

Working Group Members:

- **Charles Davis**, Faculty of Communication & Design
- **Tom Duever**, Dean, Faculty of Engineering and Architectural Science
- **Naomi Eichenlaub**, Library
- **Tony Hernandez**, Director, Centre for the Study of Commercial Activity
- **Mustafa Koç**, Faculty of Arts
- **Michael Kolios**, Co-Director, iBEST
- **Lorraine Janzen Kooistra**, Director, Centre for Digital Humanities
- **Maurice Mazerolle**, Ted Rogers School of Management
- **Nicholas Reid**, Faculty of Science
- **Cecilia Rocha/Fiona Yeudall**, Faculty of Community Services
- **Cory Searcy**, Yeates School of Graduate Studies
- **Bala Venkatesh**, Faculty of Engineering and Architectural Science
- **Mohammadreza Vatani**, Graduate Student

POLICY 144 REVIEW WORKING GROUP REPORT

The Working Group is pleased to provide the attached draft revision of Senate Policy 144 for consideration of the Senate SRC Activity Committee and this report of its activities and findings. The revised policy is based on a consultation process that is documented in Appendix A, which included eleven Town Halls, online feedback, and meetings with stakeholders (e.g. Chairs, Directors and Deans). The policy review has been undertaken guided by the principles of inclusion, transparency, and excellence:

- **Inclusion:** the review involved a wide-array of stakeholders and provided the opportunity for diverse perspectives to be included in the conversation
- **Transparency:** reports will be provided to the Senate Scholarly Research and Creative Activity Committee and the SRC Leaders Group
- **Excellence:** the research centres present an opportunity to showcase areas of strength through their impact, funding, contribution to training (graduate studies), collaborations and partnerships, innovation, national /international reputation, depth and excellence of research.

The growth in SRC activity at Ryerson precipitated the creation of Senate Policy 144 on Research Centres (2000) to guide their establishment and contribution expectations. Since that time, and in particular during the period of 2011-2015, there was significant growth in the number of research centres established. The vast majority of centres operate as a Faculty-based centre irrespective of where researchers originate. The review of Policy 144 is being conducted to identify areas of strength, to clarify terms, roles and responsibilities, and to reflect best practices.

As part of the review process, the Working Group undertook a series of consultations in Spring 2018 including Town Halls and online feedback to gain an understanding of what was working well with the existing policy and areas for improvement. Furthermore, because of the scope of recommended revisions to the policy, community members recommended a second round of consultations to review the draft of proposed updates to Policy 144. The Working Group agreed and scheduled additional town halls and online feedback opportunities in September and October 2018.

Common themes heard during the consultations included the lack of awareness of and adherence to the current policy, the need for increased transparency and accountability across creation, operation, and review of centres, and better communication of Policy 144. This review process has provided a spotlight on the existence of Policy 144, the changing research landscape at Ryerson, and the proposed necessary revisions to existing Policy 144, which are summarized below.

Summary of Proposed Changes to Policy 144

- Followed the new Senate policy template and added sections to clarify:
 - Purpose of Policy
 - Application and Scope
 - Definitions
 - Values and Principles
 - Roles and Responsibilities
- Expanded the Research Centre creation process to follow a similar process to Policy 112 - Development of New Programs (e.g. posting of proposals for community consultation)

- Enhanced the role of the Senate SRC Activity Committee
- Introduced a requirement for, at a minimum, a Research Centre to post an Executive Summary of its Annual Report on its website by September 1 each year
- Extended the time between Research Centre reviews, making it so that all Research Centres are subject to a five year review
- Outlined criteria for Research Centre renewal decisions
- Articulated reasons for discontinuation of a Research Centre
- Provided additional detail about elements to be included in the Research Centre terms of reference

Other Implementation Considerations

The updated policy, once approved would apply on a “go forward” basis, and therefore allow existing centres time to implement any changes required to adhere to the revised policy.

The information in this report should provide support for the execution of Senate Policy 144 on Research Centres, and for the identification of potential opportunities, strategic planning, and future directions related to research centres for the Office of the VP Research and Innovation and Faculties.

Additional Feedback Received

In conducting the consultations, the Working Group received information and feedback that did not necessarily fit within the scope of a policy for research centres but nonetheless was important to document and communicate to the Senate SRC Activity Committee for consideration.

There are common challenges faced by centres that might be addressed by dedicated structures and supports at the Faculty and University levels, and a stronger adherence to senate policy. These operational challenges in some cases led to issues with attracting leadership, students, HQP, and broader faculty and interdisciplinary participation in the centres. A majority of Town Hall participants expressed desire for modest ongoing support to sustain current operations. Comments proved to be primarily operational and centred upon a need for:

- Sustainable funding
- Administrative support
- Communication/collaboration among centres
- Recognition of contributions of centres and directors.

During the consultations, the Working Group members heard specific suggestions to improve centre operations related to those needs, which included:

- creating a Network of Directors
- providing shared admin and services support
 - websites
 - media, marketing, and communications
 - events
 - finance and administration
 - space
- conducting an orientation for directors
- providing EDI training to centre directors and to director search committee members including any external committee members
- recognizing centre leadership/directorship (e.g. add a section in the RFA Annual Report to document “centre” membership/contributions/activities)
- sharing best practices in a dedicated D2L or Google Drive
- building common templates to simplify approvals and set a consistent standard for the documentation required for Research Centre proposals, terms of reference, annual reports, review reports, letters of support and membership letters
- using research centres as an asset to recruit and hire new faculty and promoting research centres during new Faculty orientation as a way to enhance research trajectory and community participation, and
- stabilizing operational funding
 - through institutional (e.g., OVPRI, Faculty) grants and matching programs for Centres
 - using the Policy 143 overhead framework to provide incentive for centre participation
 - making it easier for multi-Faculty funding support for centres

In addition, during the consultation process, there was some discussion about the lack of policy and consistency regarding Research Chairs (non-CRC), Zones, and other related entities (e.g. centres and institutes that do not have research at the core of their mandate). There was a perception that people could avoid the requirements of Policy 144 through use of creative naming. There was also a perception that without a relevant policy for these initiatives, there is a lack of clarity and transparency about what the entities do, to whom they report, how they are funded (and by whom), how (and by whom) they are evaluated, and (in the case of Chairs) how the position is filled and for how long.

Appendix A: Policy 144 Review Process

Phase 1

- **Planning & Initial Approval (Completed By May 1, 2018)**
- Presentation and discussion at the January 18, 2018 Chairs, Directors and Dean Meeting
- Initial discussions with SRC Leader's Group at the February 28 meeting to consult on the approach and policy revisions
- Presentation of review plan to Senate SRC-AC at the March 26 meeting to obtain approval of the review plan and formation of a working group
- Recruit working group
- Update to Senate at the May 1 Senate Meeting on formation of Policy 144 Working Group

Phase 2

- **Consultation Phase (Completed By June 31, 2018)**
- Convened Policy 144 Working Group (meeting held April 16) to review policy review plan and approve consultation questions and schedule
- Consultation plan included:
 - town halls (held April 26, May 1, May 7, May 15, May 24 and June 4)
 - Online survey (open from April 26 to June 15)
 - Dedicated web page to explain the policy review process
- Working group met on June 26 and July 10 to review feedback from consultations and provide direction for policy revisions

Phase 3

- **Policy Revision Process (Complete By September 30, 2018)**
- Chair revised Policy 144 based on direction from Working Group and circulated a revised draft to the Working Group for their feedback
- Working Group provided feedback via email by August 27
- Chair revises the draft based on feedback and circulated a second draft to the Working Group
- Working Group meets on September 5 to approve revised policy and fall consultation process

Phase 4

- **Consultation on Revised Policy (Complete By October 31, 2018)**
- Draft revised policy is shared with Deans for feedback
- Draft revised policy is posted for Community Feedback
- Consultation plan included:
 - town halls (to be held on September 24, October 1, October 3, October 4 and October 9)
 - Dedicated website and Online survey (open from September 20 to October 17)

Phase 5

- **Final Policy Review Meetings with SRC-AC and Senate (Complete By December 15, 2018)**
- Working Group presents Policy 144 revisions to the SRC Leader's Group for their input and discussion (October 15 meeting)
- Working Group presents report and revised Policy 144 for recommendation for approval at the October 29 Senate SRC-AC meeting
- If approved, revised Policy 144 goes to November 4 APGC meeting
- If approved, revised Policy 144 on the agenda at the December 4 Senate meeting

PROPOSAL FOR THE DEVELOPMENT OF A NEW STRATEGIC RESEARCH PLAN

October 25, 2018

OVERVIEW

APPENDIX C

Background

The Strategic Research Plan articulates the University's [key research themes](#) that represent Ryerson's strategic strengths and reflect the diverse scholarly, research and creative activity that is taking place across the institution. The existing [Strategic Research Plan \(2014 – 2017\)](#) was extended for one year and a new one needs to be submitted for Fall 2019 to comply with Tri-Agency requirements. The University is now undertaking the development of a new Strategic Research Plan. The University is also now undertaking a review of its Academic Plan. The development of the two plans will be aligned as together they provide an opportunity to highlight areas of strength and reaffirm the University's commitment to key scholarly, research and creative activity.

Principles to Guide the Strategic Research Plan Development

In line with Ryerson's mission, vision and values, the development of a new Strategic Research Plan will be guided by the following principles:

- **Inclusion:** the review will involve a wide-array of stakeholders and provide the opportunity for diverse perspectives to be included in the conversation
- **Transparency:** regular reports will be provided to the Senate Scholarly Research and Creative Activity Committee and the SRC Leaders Group and communication best practices will be employed throughout the review
- **Excellence:** Areas of strength will be identified based on impact, funding, contribution to training (for example, graduate training), collaborations and partnerships, innovation, national / international reputation, depth and excellence of research

Steering Committee Composition

To support the Strategic Research Plan development, a Steering Committee will be formed that consists of active researchers with diverse experiences, including at minimum one Indigenous researcher and representation from each of the Faculties:

- Associate Vice-President, Research and Innovation (Chair)
- Dean
- Five Experienced Researchers, for example:
 - Canada Research Chair
 - Royal Society Fellow
 - Emeritus Researcher
 - Named Research Chair
- Three Emerging Researchers, for example:
 - Early Research Award winner
 - Royal Society New Scholar
 - Emerging Researcher
- Two students (selected from Senators):
 - Undergraduate
 - Graduate
- Post-doctoral fellow
- Library representative

The Steering Committee will consult widely and will be advised by other members of the University community (such as the OVPRI team, Executive Group, the Chairs, Directors and Deans Group, Equity and Community Inclusion, the Library, University Advancement, The Chang School). As much as possible, consultations will take place using existing scheduled meetings and accessibility accommodations will be made to ensure inclusion in the consultations.

High-Level Timeline/Schedule

Phase 1 - Planning & Initial Approval (Complete By December 5, 2018)

- Initial discussions with SRC Leaders Group (October 15 meeting) to consult on the proposed approach
- Presentation of development proposal to SRC-AC (October 29 meeting) to obtain approval of the plan and Steering Committee composition
- Steering Committee formed
- Meeting with the University Academic Plan Group
- Update Senate on development process (December 4 Senate meeting)

Phase 2 - Initial Consultations (Complete By February 11, 2019)

- Steering Committee reviews and approves consultation questions and schedule
- Proposed consultation plan to include:

Town halls for each Faculty (minimum of 6 meetings) to occur between December 5 and February 6 (target one a week)
Online survey

Dedicated web page to explain the Strategic Research Plan development process

- Steering Committee meets (target February 8 meeting) to review and analyze feedback from consultations and to develop draft themes
- Update to the SRC Leaders Group (target February 11 meeting)

Phase 3 - Consultation on Themes (Complete By April 8, 2019)

- Steering Committee consults on the draft proposed key research themes:

Town halls (minimum of 4 meetings) to occur between February 18 and April 1

Online survey

Update to dedicated web page

- Meeting with the University Academic Plan Group
- Steering Committee meets (target April 4 meeting) to review and analyze feedback from consultations and provide direction for development of draft Strategic Research Plan
- Update to the SRC Leaders Group (target April 11 meeting)

Phase 4 - Strategic Research Plan Drafting (Complete By May 17, 2019)

- Chair develops a new Strategic Research Plan based on direction from Steering Committee and circulates a first revised draft to the Committee for their feedback by April 30
- Steering Committee meets to discuss the draft (target May 2 meeting)
- Update to the SRC Leaders Group (target May 6 meeting)
- Chair revises the draft based on feedback and circulates a second draft to the Committee by May 10

Phase 5 - Consultation on Draft Strategic Research Plan (Complete By June 28, 2019)

- Steering Committee consults on the draft Strategic Research Plan:

Town halls for each Faculty (minimum of 6 meetings) to occur between May 21 and June 19

Online survey

Update to dedicated web page

- Meeting with the University Academic Plan Group
- Steering Committee meets (target June 21 meeting) to review and analyze feedback from consultations and provide direction for revisions to the draft Strategic Research Plan
- Update to the SRC Leaders Group (target June 24 meeting)

Phase 6 - Draft Strategic Research Plan Revision (Complete By August 15, 2019)

- Chair revises draft Strategic Research Plan based on direction from Steering Committee and circulates a first revised draft to the Committee for their feedback by July 15
- Steering Committee provides feedback electronically by August 9
- Chair revises the draft based on feedback and circulates a second draft to the Steering Committee by August 15

Phase 7 - Final Policy Review Meetings with SRC-AC (Complete By September 30, 2019)

- Steering Committee meets to approve draft Strategic Research Plan (target September 5 meeting)
- Update to the SRC Leaders Group (target September 9 meeting)
- Hold SRC-AC meeting (target September 23) to have the Steering Committee report back and obtain approval for the new Strategic Research Plan